

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001

January 20, 2006



NC 1000-16  
NPD 9010.1

Reply to Attn of:

Office of the Chief Financial Officer

TO: Distribution

FROM: Chief Financial Officer

SUBJECT: Office of the Chief Financial Officer (OCFO) Governance

In our continuing effort to improve financial management within the Agency, I will be implementing a new OCFO governance structure. The goal of this governance structure is to institutionalize a consistent and well understood method for facilitating the management of OCFO policies, processes, operations, systems, and decisionmaking. The governance structure will be effective January 20, 2006, and will consist of three groups:

- Financial Executive Round Table
- Financial Steering Group
- Financial Process Teams

The Financial Executive Round Table will focus on strategic issues and provide guidance to the Financial Steering Group. This group will consist primarily of the NASA Chief Financial Officer (CFO), the NASA Deputy CFO, and the Center CFOs as specified in the Charter.

The Financial Steering Group will focus on operational issues and will provide guidance to the Financial Process Teams. This group will consist primarily of the NASA Deputy CFO, OCFO Directors, the Center Deputy CFOs, and other Headquarters management as specified in the Charter.

The Financial Process Teams will be established to focus on specific issues or projects and will provide detailed functional and business process knowledge to the Steering Group. These groups will consist of financial subject matter experts from across the Agency.

We discussed the structure with you during various OCFO meetings where your feedback and input was solicited. The charters for the Financial Executive Round Table and Financial Steering Group are provided as Enclosures 1 and 2 to this memorandum. Our goal is to begin the transition to these structures at our January 2006 CFO face-to-face meeting.

We have provided a general governance briefing that can be shared with your staff as Enclosure 3. A key benefit of this change will be improved communication of our financial management objectives and the strategies for achieving those objectives. Toward this end, I am requesting that you brief your staff on the new governance structure by January 31, 2006. If you have any questions, please contact Terry Bowie or Daphne Jefferson.

A handwritten signature in dark ink, appearing to read "Gwendolyn Sykes", written in a cursive style.

Gwendolyn Sykes

3 Enclosures

Distribution:

Chief Financial Officers, NASA Centers:

Ames Research Center/Mr. Moyles  
Dryden Flight Research Center/Mr. Gardner  
Glenn Research Center/Mr. Ward  
Goddard Space Flight Center/Ms. Abell  
Johnson Space Center/Mr. Beall  
Kennedy Space Center /Mr. Carroll  
Langley Research Center/Mr. Winter  
Marshall Space Flight Center/Ms. Foster  
Stennis Space Center/Mr. Bevis

Headquarters Office of the Chief Financial Officer Management Team:

Mr. Blair  
Mr. Bowie  
Mr. Brooks  
Ms. Carey  
Mr. Comstock  
Ms. Cucarola  
Ms. Ferguson  
Ms. Jefferson  
Mr. Keegan  
Ms. Kerwin  
Ms. Kubacki  
Ms. Lee  
Ms. Meredith  
Ms. Schauland  
Ms. Watson



*Realizing the Vision, Optimizing the Resources*

---

## ***Financial Executive Round Table Charter***

**BASELINE**

**January 20, 2006**



SIGNATURE PAGE

Concurrence By:

   
Terry Bowie  
NASA Deputy Chief Financial Officer

Approved By:

   
Gwendolyn Sykes  
NASA Chief Financial Officer

**DOCUMENT HISTORY LOG**

<b>Status (Baseline/ Revision/ Canceled)</b>	<b>Document Revision</b>	<b>Effective Date</b>	<b>Description of Change</b>
Baseline		01/20/06	Initial Release



## TABLE OF CONTENTS

1.	BACKGROUND.....	5
2.	PURPOSE .....	5
3.	APPLICABILITY/SCOPE.....	6
4.	AUTHORITY .....	6
5.	RESPONSIBILITIES.....	6
6.	MEMBERSHIP .....	7
7.	MEETINGS.....	8
8.	DURATION .....	9
9.	APPENDIX A: ACRONYMS.....	10

## **1. BACKGROUND**

The National Aeronautics and Space Administration (NASA) Office of the Chief Financial Officer (OCFO), in its commitment to support the Agency's Vision, must provide the Agency, its Mission Directorates, and Mission Support areas with the guidance, insight, and expertise to optimize its resources – "Realizing the Vision: Optimizing the Resources." The NASA OCFO has developed and is managing to a Financial Leadership Plan which provides a strategic roadmap for financial management at NASA. The roadmap is described through three primary goals:

- Provide the Agency's Mission Directorates and Mission Support Areas with the financial knowledge, information, and tools required to manage programs, projects, institutions, and overall NASA resources
- Ensure that all stakeholders have a clear understanding and accurate assessment of how NASA resources effectively and efficiently support NASA's Vision
- Enable the OCFO workforce to provide world-class management and processes in support of the Agency's Mission Directorates and Mission Support Areas

In support of the leadership plan and its associated goals, the NASA OCFO has established a governance structure through which the financial management objectives are set, the means of attaining those objectives are established and performance is monitored. The governance structure is intended to institutionalize a consistent and well understood method for facilitating the management of its financial policies, processes, operations, systems, and decision-making.

## **2. PURPOSE**

This charter establishes the NASA Chief Financial Officer (CFO) Financial Executive Round Table and sets forth its functions and membership.

The Financial Executive Round Table is established to support the NASA CFO in setting strategic direction and policy for the NASA financial management community that is consistent with the overall goals and objectives of the Financial Leadership Plan. The Financial Executive Round Table is charged with the following overarching functions:

- a. Implement and maintain the Financial Leadership Plan
- b. Set the direction for the financial management workforce
- c. Prioritize Agency wide financial management initiatives
- d. Establish, staff, and monitor the Financial Steering Group
- e. Review and approve work products of the Financial Steering Group
- f. Establish and promote uniform financial management communications across the Agency
- g. Review and assess performance management and compliance metrics for financial management across the Agency



### 3. APPLICABILITY/SCOPE

This charter applies to all financial management activities, including NASA Headquarters OCFO and Center CFO organizations.

### 4. AUTHORITY

The authority for establishing the NASA CFO Financial Executive Round Table is the “CFO Act of 1990.”

The role of the CFO in establishing financial management policies, processes and systems is directed in the “CFO Act of 1990.” The following references in the Act highlight this responsibility:

“An agency Chief Financial Officer shall...

- Develop and maintain an integrated agency accounting and financial management system, including internal controls, which...provides for
  - (i) Complete, reliable, consistent, and timely information which is prepared on a uniform basis and which is responsive to the financial information needs of agency management
  - (ii) the development and reporting of cost information
  - (iii) the integration of accounting and budgeting information
  - (iv) the systematic measurement of performance
- Direct, manage, and provide policy guidance and oversight of agency financial management personnel, activities, and operations, including...the implementation of agency asset management systems, including systems for cash management, credit management, and debt collection”

Additionally, all activities conducted by the Financial Executive Round Table shall be consistent with and governed by the Financial Leadership Plan.

### 5. RESPONSIBILITIES

The **Chair and Vice Chair** shall be responsible for the following functions:

- a. Schedule and preside over meeting; if unable to attend, designate an acting chair
- b. Facilitate the review and decision process by resolving conflicts or issues among the members
- c. Represent the deliberations of the Financial Executive Round Table at Senior Forums such as the Strategic, Operations, and Program Management Councils

- d. Appoint the secretary or a facilitator to capture the activities of the group, generate meeting agendas, and distribute meeting minutes and other Round Table correspondence
- e. Appoint task teams to support special projects and include other NASA staff as needed
- f. Update membership or designate temporary members at any time. Such changes become effective immediately
- g. Invite functional, and technical representatives, and other special guests to attend specific meetings or support specific tasks on selected topics

The **Members** shall be responsible for the following functions:

- a. Represent their respective Centers and constituencies on financial topics and issues
- b. Provide input to govern scope, baseline, and changes to financial processes and systems
- c. Provide input to the resolution of issues raised by the Financial Steering Group
- d. Provide regular updates and communications to their respective Centers and constituencies

The **Ex Officio Members** shall be responsible for the following functions:

- a. Attendance at meetings upon request
- b. Provide insight on specific financial topics
- c. Serve as a resource to the Financial Executive Round Table as needed

The **Secretary**, Director, Center Fiscal Operations, shall capture the activities of the group, generate meeting agendas, and distribute meeting minutes and other Financial Executive Round Table correspondence. In the event of absence, the Financial Executive Round Table secretary can delegate this authority. The Financial Executive Round Table will use the consensus method for decision-making; however, the Chair/Vice Chair will have final approval on all topics, issues, or discussion items.

## **6. MEMBERSHIP**

The Financial Executive Round Table membership consists of the following:

- a. NASA CFO (Chair)
- b. NASA Deputy CFO (Vice Chair)
- c. Center CFOs (Members)

The Financial Executive Round Table ex-officio membership shall include:

- a. Director, Center Fiscal Operations (Secretary)
- b. Other functional and technical representatives on an as needed basis, upon invitation of the Chair or Vice Chair



## **7. MEETINGS**

The Financial Executive Round Table will convene at least quarterly. Additional unscheduled and internal meetings may be held as needed on emergent, time-critical matters (e.g., Hurricanes, Tornadoes, Program/Project malfunctions, and change requests (CRs)) at the discretion of the Chair.

The agenda items may include but are not limited to:

- a. Review existing Action Items
- b. Review General Workforce Administrative Topics
  - 1. Personnel Actions
  - 2. Workforce Competency, Progression and Succession (Quarterly)
  - 3. Workforce Assessment (Quarterly)
  - 4. Workforce Size (Quarterly)
  - 5. Awards (Quarterly)
  - 6. Training and Education Plan Development (Quarterly)
- c. Present a Summary of the Senior Forums meetings
- d. Review and Update Financial Leadership Plan (Quarterly)
  - 1. Reconfirm/refine Goals and Objectives
  - 2. Identify New Priorities
  - 3. Reprioritize Existing Financial Priorities
- e. Review and Approve Policy/Requirements/Processes/Systems
  - 1. Policy Review and Update
  - 2. System Review and Updates
    - i. Requirements Update
  - 3. Operations Updates
  - 4. Cross Functional Issue Discussions
  - 5. Performance Management/Metrics Updates
  - 6. Compliance Updates
- f. Center Highlights (one Center per meeting)
- g. Review New Business
- h. Review New Action Items

## **8. DURATION**

The Financial Executive Round Table will remain in existence until it is rescinded by the NASA CFO or DCFO.

## **9. APPENDIX A: ACRONYMS**



## ACRONYMS

OCFO	Office of the Chief Financial Officer
COTS	Commercial off-the-shelf
CFO	Chief Financial Officer
DCFO	Deputy Chief Financial Officer
HQs	NASA Headquarters
NASA	National Aeronautics and Space Administration



*Realizing the Vision, Optimizing the Resources*

---

## ***Financial Steering Group Charter***

**BASELINE**

**January 20, 2006**



**SIGNATURE PAGE**

**Concurrence By:**

  
\_\_\_\_\_  
Terry Bowie  
NASA Deputy Chief Financial Officer  
Date

**Approved By:**

  
\_\_\_\_\_  
Gwendolyn Sykes  
NASA Chief Financial Officer  
Date

DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description of Change
Baseline		01/020/06	Initial Release

## TABLE OF CONTENTS

1.	BACKGROUND.....	5
2.	PURPOSE .....	5
3.	APPLICABILITY/SCOPE .....	6
4.	AUTHORITY .....	6
5.	RESPONSIBILITIES.....	7
6.	MEMBERSHIP .....	8
7.	MEETINGS.....	9
8.	DURATION .....	10
9.	APPENDIX A: ACRONYMS.....	11



## 1. BACKGROUND

The National Aeronautics and Space Administration (NASA) Office of the Chief Financial Officer (OCFO), in its commitment to support the Agency's Vision, must provide the Agency, its Mission Directorates, and Mission Support areas with the guidance, insight and expertise to optimize its resources – "Realizing the Vision: Optimizing the Resources." The OCFO has developed and is managing to a Financial Leadership Plan which provides a strategic roadmap for financial management at NASA. The roadmap is described through three primary goals:

- Provide the Agency's Mission Directorates and Mission Support Areas with the financial knowledge, information, and tools required to manage programs, projects, institutions, and overall NASA resources
- Ensure that all stakeholders have a clear understanding and accurate assessment of how NASA resources effectively and efficiently support NASA's Vision
- Enable the OCFO workforce to provide world-class management and processes in support of the Agency's Mission Directorates and Mission Support Areas

In support of the leadership plan and its associated goals, the OCFO has established a governance structure through which the financial management objectives are set, the means of attaining those objectives are established and performance is monitored. The governance structure is intended to institutionalize a consistent and well understood method for facilitating the management of its financial policies, processes, operations, systems, and decision-making.

## 2. PURPOSE

This charter establishes the NASA Chief Financial Officer (CFO) Financial Steering Group and sets forth its functions and membership.

The Financial Steering Group is established to support the NASA CFO in implementing strategic direction and policy for the NASA financial management community that is consistent with the overall goals and objectives of the Financial Leadership Plan. The Financial Steering Group is charged with the following overarching functions:

- a. Implementation arm of the Financial Executive Round Table
  1. Responsible for "fleshing out" the vision and providing a high-level course of action for implementation
  2. If the course of action has systems implications, work in conjunction with the Integrated Enterprise Management Program (IEMP) Office in developing the requirements

- b. Vetting and Approval Body for Agencywide Financial Process and Task Teams and Organizational Units
  1. Financial processes and procedures
  2. Financial reporting (internal and external)
  3. Financial operations
  4. Financial systems requirements
  5. Financial systems implementation planning
  6. Initiative pilots
- c. Develop/concur on recommendations to be presented to the Financial Executive Round Table for approval:
  1. Financial policy
  2. Financial systems initiatives to include commercial off-the-shelf (COTS), custom development, and third party bolt-ons
  3. Financial Transition planning
- d. Develop and monitor performance management and financial compliance metrics and make recommendations to the Financial Executive Round Table

### **3. APPLICABILITY/SCOPE**

This charter applies to all financial management activities, including NASA Headquarters (HQs) OCFO and Center CFO organizations.

### **4. AUTHORITY**

The authority for establishing the NASA CFO Financial Steering Group is the “CFO Act of 1990.”

The role of the CFO in establishing financial management policies, processes and systems is directed in the “CFO Act of 1990.” The following references in the Act highlight this responsibility:

- “An agency Chief Financial Officer shall...
- Develop and maintain an integrated agency accounting and financial management system, including internal controls, which...provides for



- (i) Complete, reliable, consistent, and timely information which is prepared on a uniform basis and which is responsive to the financial information needs of agency management
  - (ii) the development and reporting of cost information
  - (iii) the integration of accounting and budgeting information
  - (iv) the systematic measurement of performance
- Direct, manage, and provide policy guidance and oversight of agency financial management personnel, activities, and operations, including...the implementation of agency asset management systems, including systems for cash management, credit management, and debt collection”

Additionally, all activities conducted by the Financial Steering Group shall be consistent with and governed by the Financial Leadership Plan.

## 5. RESPONSIBILITIES

The **Chair** shall be responsible for the following functions:

- a. Appoint a Vice Chair if deemed necessary
- b. Schedule and preside over meeting; if unable to attend, designate an acting chair
- c. Facilitate the review and decision process by resolving conflicts or issues among the members
- d. Represent the deliberations of the Financial Steering Group at Financial Executive Round Table Forums
- e. Appoint the secretary or a facilitator to capture the activities of the group, generate meeting agendas, and distribute meeting minutes and other Steering Group correspondence
- f. Appoint task teams to support special projects and include other NASA staff as needed
- g. Update membership or designate temporary members at any time. Such changes become effective immediately
- h. Invite functional, and technical representatives, and other special guests to attend specific meetings or support specific tasks on selected topics

The **Members** shall be responsible for the following functions:

- a. Represent their respective Centers and constituencies on financial topics and issues
- b. Provide input to govern scope, baseline, and changes to financial processes and systems
- c. Provide input to the resolution of issues raised by the Financial process and task teams and organizational units
- d. Provide regular updates and communications to their respective Centers and constituencies.

The **Ex Officio Members** shall be responsible for the following functions:

- a. Attendance at meetings upon request
- b. Provide insight on specific financial topics
- c. Serve as a resource to the Financial Steering Group as needed

The **Secretary**, Director, Center Fiscal Operations, shall capture the activities of the group, generate meeting agendas, and distribute meeting minutes and other Financial Steering Group correspondence. In the event of absence, the Financial Steering Group secretary can delegate this authority.

The Financial Steering Group will use the consensus method for decision-making; however, the Chair will have final approval on all topics, issues, or discussion items.

## 6. MEMBERSHIP

The Financial Steering Group membership consists of the following:

- a. NASA Deputy CFO (Chair)
- b. Vice Chair (as designated)
- c. Center DCFOs
- d. Director, Accounting Operations
- e. Director, Budget
- f. Director, Policy & Business Integration
- g. Director, Quality Assurance
- h. Director, Center Fiscal Operations (Secretary)

For those Centers that have more than one Deputy CFO, all would have membership; however, each Center is expected to provide a single input to the Chair/Vice Chair.

The Financial Steering Group ex-officio membership shall include:

- a. Process/Systems Requirements Lead
- b. Resources Planning Lead
- c. Property Lead
- d. External Reporting Lead
- e. Institutional Management Lead
- f. Funds Control Lead
- g. Policy and Business Integration Lead
- h. Integrated Enterprise Management Program Financial System Project Managers



- i. Other functional and technical representatives on an as needed basis, upon invitation of the Chair or Vice Chair

## **7. MEETINGS**

The Financial Steering Group will convene at least monthly. Additional meetings will be scheduled at the discretion of the Chair. If a Financial Steering Group member is unable to attend a scheduled meeting, he/she will designate an alternate with authority to act on behalf of the member.

The agenda items may include but are not limited to:

- a. Review existing Action Items
- b. Present a Summary of the Financial Executive Round Table meetings
- c. Financial Policy implementation packages
  - 1. Develop Action Plan for any policy recommendations received from the Financial Executive Round Table and assign to the appropriate Financial Process Team, Task Team, or Operational Unit for research and analysis
  - 2. Review Impact Assessments and Recommendations
  - 3. Review and concur in policy change implementation packages for submission to the Financial Executive Round Table for approval
- d. Process/Standardization recommendation packages
  - 1. Develop Action Plan for any financial process or standardization recommendation received from the Financial Executive Round Table, Financial Process Team, Task Team, Operational Unit, or other organization and assign to the appropriate group for research and analysis
  - 2. Review process/standardization Impact Assessments and Recommendations from the Financial Process Teams
  - 3. Review and concur in process/standardization change packages for submission to the Financial Executive Round Table
- e. Perform Cross Functional Integration Planning and Implementation
  - 1. Identify and Analyze any cross functional financial issues
  - 2. Prepare cross functional issue recommendations and forward to Financial Executive Round Table as needed



- f. Systems Requirement/Process Review, Approval, and Update
  - 1. Systems Review and Updates
    - i. Review and concur on Requirements packages for submission to the Financial Executive Round Table
    - ii. Review and Approve Requirements
    - iii. Review and Approve System Enhancement Priorities
  - 2. Review and Approve Implementation Plans as Needed
  - 3. Review and Approve Transition Planning Documents
- g. Review New Business
- h. Review New Action Items

## **8. DURATION**

The Financial Steering Group will remain in existence until it is rescinded by the NASA CFO or DCFO.

## **9. APPENDIX A: ACRONYMS**

## ACRONYMS

OCFO	Office of the Chief Financial Officer
COTS	Commercial off-the-shelf
CFO	Chief Financial Officer
DCFO	Deputy Chief Financial Officer
HQs	NASA Headquarters
IEMP	Integrated Enterprise Management Program
NASA	National Aeronautics and Space Administration
RMO	Resources Management Office

# **Office of the Chief Financial Officer**

## **OCFO Governance Principles**

**January 6, 2006**

# Agenda

- **Background**
- **Assumptions**
- **Guiding Principles**
- **Preliminary Model**
- **Next Steps**



# Background

- "Corporate governance is the system by which business corporations are directed and controlled. The corporate governance structure specifies the distribution of rights and responsibilities among different participants in the corporation, such as, the board, managers, shareholders and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set, and the means of attaining those objectives and monitoring performance," OECD April 1999. OECD's definition is consistent with the one presented by Cadbury [1992, page 15].

# Background – Financial Management Governance

- **Why is Financial Management Governance Needed?**
  - To ensure alignment of operational activities and investments/initiatives are aligned with achievement of organizational goals and objectives
- **What is the governance objective?**
  - Institute a consistent and well understood method for facilitating the management of our processes, operations, systems, and decision-making
    - More timely decisions
    - More effective communication of decisions
    - Less revisiting of decisions

# Governance Structure Assumptions

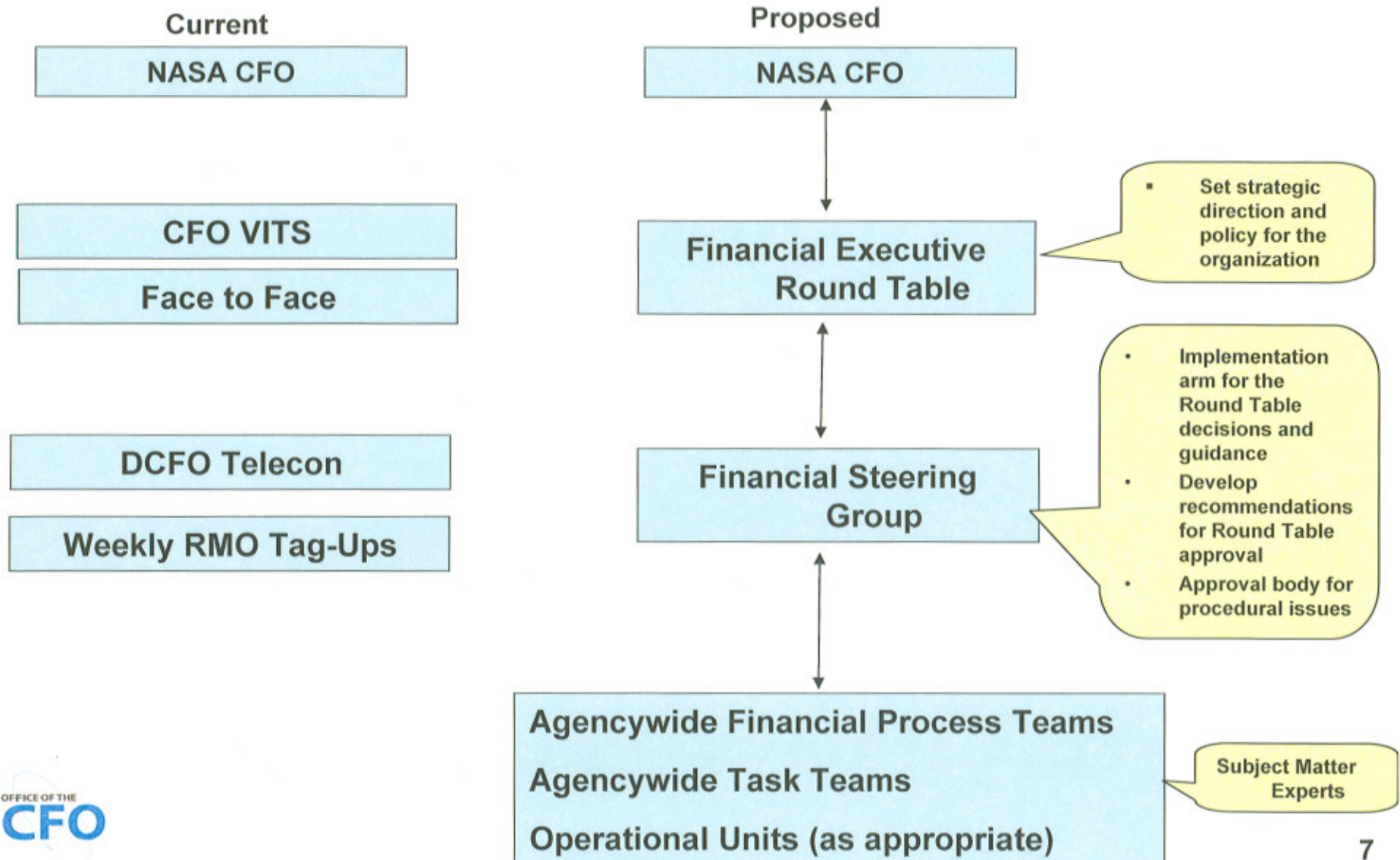
- Scope is both Headquarters and Center CFOs
  - Interactions between Headquarters and the Center CFOs
  - Oversight of the Financial Management business at the Agency
- Reduce the number of meetings
- Control the number of committees
- Leverage existing structures, process and task teams where applicable
  - *Not another layer of management*



# Guiding Principles Used for the Model

- **Make decisions at the lowest level possible**
- **Leverage existing forums and meetings as much as possible**
- **If it is not “broke,” do not fix it**
- **Communication will be greatly improved among all staff**
- **Facilitate doing our jobs better**

# OCFO Governance Preliminary Model





# Financial Executive Round Table

- **Purpose:**
  - **Enable Headquarters and the Center CFOs to work together to:**
    - **Set strategic direction for the organization**
    - **Implement and maintain the Financial Leadership Plan**
    - **Prioritize Agency Wide Financial Initiatives**
    - **Establish and Promote Uniform Financial Communications Across the Agency**
    - **Review and Assess performance management and compliance metrics**

# Financial Executive Round Table

- **Voting Membership:**
  - NASA Chief Financial Officer (Chair)
  - NASA Deputy Chief Financial Officer (Vice Chair)
  - Center CFOs
- **Ex Officio Membership:**
  - Director, Center Fiscal Operations (Operations Executive)
  - Other functional and technical representatives on an as needed basis, upon invitation of the Chair or Vice Chair

# Financial Executive Round Table

- **Meetings**
  - **The Financial Executive Round Table will meet at least quarterly**
  - **The meeting agenda will be standard but the topics will vary depending on their frequency**
  - **Special Topics can be added at the discretion of the Chair or Vice Chair**

# Financial Steering Group

- **Purpose:**
  - **Implementation arm of the Financial Executive Round Table**
    - Responsible for “fleshing out” the vision and providing a high-level course of action for implementation
    - If the course of action has systems implications, work in conjunction with the IEM Program Office in developing the requirements
  - **Vetting and Approval Body for Agencywide Financial Process and Task Teams and Organizational Units**
    - Financial processes and procedures
    - Financial operations
    - Financial systems requirements
    - Financial systems implementation planning
    - Initiative pilots
  - **Develop/concur in recommendations to be presented to the Financial Executive Round Table for approval:**
    - Financial policy
    - Financial systems initiatives to include COTS, custom development, and third party bolt-ons
    - Financial Transition planning
  - **Develop and monitor performance management and financial compliance metrics and make recommendations to the Round Table**



# Financial Steering Group

- **Voting Membership:**
  - NASA Deputy Chief Financial Officer (Chair)
  - Vice Chair (as designated)
  - Director, Center Fiscal Operations (Operations Executive)
  - Director, Quality Assurance Office
  - Director, Policy and Business Integration
  - Director, Budget
  - Director, Accounting Operations
  - Center Representatives (one vote from each Center, but representatives include DCFO Finance, DCFO Resources)
- **Ex Officio Membership:**
  - Process/Systems Requirements Lead
  - Resources Planning Lead
  - Property Lead
  - External Reporting Lead
  - Institutional Management Lead
  - Funds Control Lead
  - Policy and Business Integration Lead
  - IEMP Financial System Project Managers
    - E-Travel
    - SAP Version Update
    - PMII
    - Labor Distribution
  - Other functional and technical representatives on an as needed basis, upon invitation of the Chair or Vice Chair



# Decision Making Model

- **All items requiring decisions will be socialized prior to the meeting**
  - Discussions with affected parties prior to the meeting
  - White papers to provide background
  - Presentation during the meeting when a decision is requested
- **All meeting participants are asked to provide feedback**
- **Decisions are expected during the meeting where the topic is an agenda item**
- **The Chair can:**
  - Make decision based on information and feedback presented
  - Set a plan for resolution which may include gathering additional data, or
  - Consult with other Agency officials
- **In all cases, the chair will have final approval on all topics, issues, or discussion items**

# Agencywide Financial Process and Task Teams

- **Financial Functional Subject Matter Experts Serving on the Financial Management Team**
  - Will be selected to serve based upon:
    - Knowledge of NASA's business processes
    - Proven ability to produce quality products/deliverables
    - Proven ability to work effectively with all levels of management and staff
    - Systems implementation experience
    - Ability to adapt to new ways of doing business
- **Financial Process Teams are Accountable to the OCFO for functional designs**
  - Empowered by the Agency to make detail design decisions within the baselined requirements
- **Financial Process Teams:**
  - Currently exist within the IEMP Program
  - Will be integrated into the updated governance structure

## Next Steps

- **Finalize and document governance model through charters for each governance body**
- **Implement model**
- **Assess performance**